

SECRET

REGISTRY
FILE *Training 3*
DD/S 70-1154

MEMORANDUM FOR: Executive Secretary, Training Selection Board

SUBJECT : Syracuse University Midcareer Executive Program

REFERENCE : Memo from ES/TSB to STO/DDS, dtd 11 Feb 70,
same subj

1. The Support Directorate nominees for the Syracuse University Midcareer Executive Program are as follows:

Principal

[Redacted Box]

GS-15

SF

Alternate

[Redacted Box]

GS-14

SF

2. The supporting biographic data and Fitness Reports for these nominees are attached for your information.

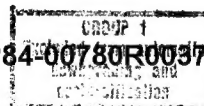
John W. Coffey
Assistant Deputy Director
for Support

atts

Distribution:

- Orig & 1 - Addressee
✓ 1 - DD/S subj
1 - DD/S chrono
1 - STO/DDS

ASTO/DDS: [Redacted Box] pao (23 Mar 70)



TRANSMITTAL SLIP		DATE 16 February 1970
TO: AH Trng Officers except OMS		
ROOM NO.	BUILDING	
REMARKS: Please send your nominations to this office by 10 March 1970.		
FROM: STO/DDS		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

TRANSMITTAL SLIP		DATE 23 March 1970
TO: Mr. Coffey		
ROOM NO. 7D26	BUILDING Hqs	
REMARKS: Request your signature.		
FROM: 3/23 - Shirley says to send in mail; OTR knows of nominees. I added Priority ticket.		STAT <div style="border: 1px solid black; width: 150px; height: 30px; margin: 10px auto;"></div>
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

STAT

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the midcareer executive development program

SYRACUSE UNIVERSITY
Maxwell Graduate School of
Citizenship and Public Affairs

in association with:
The Continuing Education
Center for the Public Service,
University College

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1969

MAXWELL GRADUATE SCHOOL OF
CITIZENSHIP AND PUBLIC AFFAIRS

Alan K. Campbell, Dean
Robert W. Gregg, Chairman, Department of Political Science
Melvin A. Eggers, Chairman, Department of Economics
Harvey A. Martens, Director, Public Administration Programs

UNIVERSITY COLLEGE

Clifford L. Winters, Jr., Dean
Frank E. Funk, Assistant Dean
L. L. Smith, Executive Director
Residential and Public Service Programs

MIDCAREER PROGRAM FACULTY AND STAFF

Karl M. Schmidt, Associate Professor of Political Science, Director
Laurel Ann Roth, Administrative Assistant
Michael Barkun, Associate Professor of Political Science
Frank N. Marini, Assistant Professor of Political Science
Harvey A. Martens, Lecturer in Public Administration
Spencer Parratt, Professor of Political Science
Sidney C. Sufrin, Professor of Economics
Jay B. Westcott, Professor of Political Science

MIDCAREER EXECUTIVE DEVELOPMENT PROGRAM

Why Midcareer Management Education?

With increasing specialization a characteristic of government and professional work of all kinds, an urgent demand has developed in recent years for broad-gauged executives capable of administering complex programs in a rapidly-changing environment.

Yet in virtually every agency, individual promotion and advancement have been based upon demonstrated competence in some technical or professional specialization. All too often those who have been most successful in this competition have been least prepared for the demands of their new assignments, too little aware of the complexities of the world at the top—the world of multiplying intergovernmental relations, of partisan pressure and administrative politics, of increasing responsibilities to legislature and judiciary as well as to press and public.

In filling these high-level posts, the outstanding professional, the superb technician all too often has been converted into a less-than-outstanding, far-from superb administrator. It is to meet this demand for top personnel who can "make a mesh of things" that modern midcareer training programs have developed.

The Maxwell School of Syracuse University is uniquely qualified to provide midcareer training for the public service. As the first school of public administration in the United States, it has, for more than 40 years pioneered in educating young men and women for responsible positions in the public service.

Nearly two decades ago Syracuse joined with New York University to establish the pioneering Albany Graduate Program in Public Administration —midcareer education for civil servants of the Empire State. Nearly 10 years ago Maxwell expanded its operations overseas to help the Government of Pakistan set up the Pakistan Administrative Staff College in Lahore. This institution is exclusively concerned with residential midcareer training of senior civil servants. Most recently, it has helped the government of Kenya establish an Institute for Public Administration in Nairobi.

At home the Maxwell School provides the social science division for Syracuse University. Thus it possesses a large interdisciplinary faculty offering both graduate and undergraduate instruction in anthropology, economics, geography, history, political science, public administration and sociology. Many members of the staff have had extensive governmental experience in high administrative posts. Others have served federal, state and local governments in consulting capacities. Many possess international reputations. Many have conducted research and published extensively in the field of public administration.



Alan Dean, Assistant Secretary for Administration, Department of Transportation, addresses Midcareer trainees.

The Midcareer Executive Development Program is designed to help upper and upper middle managers prepare themselves for more effective performance and more responsible positions in the public service. In a campus semester "away from the daily agency routine," it seeks to broaden perspectives and develop the attributes of mind and the management skills that characterize the successful senior administrator.

More specifically, the Maxwell School attempts to provide program participants with opportunities to:

1. acquire a basic knowledge, understanding and appreciation of modern theories and techniques of managing government organizations in a dynamic environment;
2. develop the ability to formulate policy and objectives, to make decisions under less-than-certain conditions, to communicate complex information, to apply the basic tools of administrative management and to coordinate the work of staff and technical specialists; and
3. broaden their interest in government affairs, improve their understanding of political and intergovernmental relations and intensify their personal interest in continuing education as a means to more effective public service.

Conducted by Syracuse University's Maxwell Graduate School of Citizenship and Public Affairs, in collaboration with University College's Continuing Education Center for the Public Service, it is a residential program which brings together personnel with both technical and general administrative backgrounds.

Originally established exclusively for trainees from the Federal Aviation Agency, the Midcareer Program in 1966 became a full multi-agency offering, with participants from such other agencies as the Department of Agriculture, Internal Revenue Service, National Security Agency, the Smithsonian Institution, Social Security Administration, and Department of State.

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Curriculum

The curriculum has been carefully designed in both content and method to balance the experiential background and practical know-how of the participants with the critical analytical insight and theoretical foundations provided by the faculty.

The heart of the program is the Executive Action core course which is conducted under the newly-introduced study team technique. In this approach the participants are divided into separate teams of eight to 15 under the leadership of their own members as chairmen. With faculty guidance and participation, they read, study, discuss, analyze and prepare reports in a series of two-week blocks on subjects which include: Modern Organization, Executive Dynamics, Budgeting and Financial Management, Personnel Management, Planning and Administration, External Relations in Administration, and the Administrative Process.

A second required course, The Administrator and the Environment, utilizes a dual technique of classroom lecture and four-five man team research projects conducted in the field. In this fashion, the participants develop a greater awareness of the complex world in which the administrator must exist—the world of political and inter-governmental relations.

A third required course, The Economy, Government and Business, conducted on a lecture-discussion basis, is designed to equip the executive with a better understanding of the economic principles and problems which so vitally affect administration. It examines, among other topics, both monetary and fiscal policy pursued by the federal government.

Each participant, with faculty counseling, selects a fourth course—an elective to meet his individual requirements and round out his program. The choice is made from a wide selection across the University spectrum, and may involve either a broad, educational type or a more specific program-oriented offering. Frequently elected courses include:

Social Psychology, Political Psychology, Quantitative Aids to Administration, Public Budgeting, Public Personnel Administration, Personnel and Industrial Relations, National Income Analysis, National Planning, Statistics, Natural Resources Administration, and so on.



Study team members engage in discussion of "Executive Action" under their own chairman.

Selection of Participants

Selection of participants for the program is made by their respective agencies on the basis of agency evaluation of the individual's record and his potential for future growth and promotion. Generally, those chosen have had significant responsible administrative experience, and have been in grades GS 13 through GS 15. In short, they have been those identified by the agency as its likely senior, super-grade administrators five to 10 years hence. Equally high performance has been achieved by both generalist administrators and those with predominantly technical experience. Individual attributes and characteristics such as breadth of mind and interest in learning have proven far better guides to likely success in the program than previous formal education.

Consequently, while the program is conducted on a graduate level commensurate with the standards of the Maxwell School, no undergraduate degree or specific type administrative experience is required for participation. It is requested, however, that brief agency personnel summaries and informal educational transcripts be submitted for each nominee.

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Successful completion of the program courses (at a grade of B or better) earns regular graduate level academic credit at Syracuse University—six hours for the Executive Action core course, three hours for each of the other required courses and for the elective.

While participation in the Midcareer Program does not guarantee acceptance in matriculated status by the Graduate School of Syracuse University, those who successfully complete their course work and already possess an undergraduate degree can be assured of careful consideration if they desire to pursue a graduate degree. Those undertaking further work frequently elect the MA in Public Administration (where the background requirement is "significant responsible administrative experience"), or the MA in Political Science (where the requirement is 15 hours undergraduate credit in that discipline).

Each of these degree programs requires the completion of 15 additional hours of graduate credit (six of which are fulfilled by satisfactory completion of a master's thesis, six of which may be transferred from accredited graduate institutions elsewhere).

For those wishing to pursue degree opportunities at another institution, program-earned Syracuse credits are regularly transferable, subject, of course, to the rules of the university involved.

Faculty

Instruction for the Midcareer Program's three required courses is provided by regular members of the faculty of the Maxwell School. Each possesses significant administrative experience—much of it in midcareer training—as well as customary academic qualifications. Professor Karl M. Schmidt, who directs the program, has served for 2 1/2 years as Senior Resident Advisor to the Government of Pakistan at the Pakistan Administrative College, Lahore. Professor Sidney Sufrin was chief of an ECA Study Mission to Spain, and Professor Spencer Parratt lists a long series of consultantships to federal agencies ranging from the Department of Agriculture to the War Labor Board. Professor Harvey A. Martens has served in the Office of the Secretary in both the U.S. Department of Agriculture and Navy Department. Professor Jay B. Westcott served in the

Office of the Secretary in the Department of Defense, Professor Frank Marini serves as managing editor of the Public Administration Review, and Professor Michael Barkun is an expert in the field of public law.

In addition to the regular faculty members, guest lectures are regularly offered by other Maxwell faculty members including Dean Alan K. Campbell, Professors Marguerite Fisher, H. George Frederickson, John C. Honey, Roscoe C. Martin, Dwight Waldo and William Wasserman.

Finally, guest lecturers from Washington agencies are regularly invited to visit the campus and discuss selected aspects of their administrative specialties with the participants. In the past these visitors have included such outstanding individuals as Lester P. Condon, Inspector General, Department of Agriculture; Alan Dean, Assistant Secretary for Administration, Department of Transportation; Edward Preston, Assistant Commissioner for Administration, Internal Revenue Service; Joseph M. Robertson, Assistant Secretary for Administration, Department of Agriculture; John Schwartz, Executive Officer, Bureau of District Office Operations, Social Security Administration; and Rufus Z. Smith, Country Director for Canadian Affairs, Department of State.

Physical Accommodations

Modern, furnished apartments are available to participants and their families in the Midcareer Program at the Continuing Education Center for the Public Service. The Center is located on a 24-acre tract about 10 minutes south of the main campus. Apartments have one or two bedrooms; the Center provides weekly maintenance and linen service. Ample parking space and several garages are available. Housing costs at the Continuing Education Center depend on size of family unit, and type of accommodations requested. When a participant is not accompanied by his family, he usually shares a two-bedroom apartment with a fellow student.

The Center also houses the program office, lecture and seminar rooms, a cafeteria-dining room, study lounges, a library, and a recreation center with games and equipment. All facilities of the University are also open to the Midcareer participants, including Student Health Service which provides medical and hospital care. Good public schools are available in the neighborhood, and the time for the program closely coincides with the first semester of the school year.



Program participant studies in his apartment.

Financial Arrangements

Tuition for the Midcareer Program is \$1480 for the semester (1970). This includes all university fees. It does not include books. Agencies generally make available a book allowance of \$150 for student purchase of necessary texts and other required materials.

Agency arrangements for living expenses have varied somewhat in the past, but it has been customary to provide a per diem allowance of about \$11-\$12 to cover room and board.

In addition to travel to and from the campus at the beginning and end of the session, most agencies have provided one extra round trip (usually utilized over Christmas recess) for those individuals not accompanied by their families.

Regular salary is, of course, paid the participant by his agency, since the training program is considered a part of his agency assignment.

Perhaps one of the best means of evaluating a training program lies in the comments of its past members. The following observations represent a sampling of opinion on the value of the program according to its participants.

I feel that the Syracuse session was an integral portion of a greater program to once again restore perceptivity, creativity, and the questioning mind. It depends on the individual and the job, of course, but the Midcareer Program arrives at a career point where many individuals have accepted the party line and tend to become stagnant, at a time when many had lost the inspiration to wonder, question and analyze.

The Midcareer Program renews the urge to escape mediocrity and status quo and instills a desire to develop fresh ideas and to channel these ideas into sound recommendations for action. The influence of the program will probably be reflected to some degree in all of my future actions.

William M. Morehouse
Federal Aviation Administration

The program has proven very valuable to me. I only wish it went on for a full year instead of one semester.

William J. Gould, Jr.
Department of Agriculture

The Syracuse program, viewed in retrospect, was of immeasurable benefit to me. It gave identification and nomenclature to the governmental process which had been previously recognized but possibly not so well understood and appreciated. It also helped me to understand and more fully appreciate those forces, both internal and external, which shape our government.

Gordon Jenkins
Federal Aviation Administration

I think I gained from the program.

1. A vastly broadened knowledge of agency operations other than my previous technical specialty.
2. An awakening to the forces behind agency decisions.
3. A better understanding of the impact of agency operations and actions on the lives of its customers, neighbors and the nation as a whole.
4. A closer identification with the agency and its mission, and a realization of its place in the total schemes of things.
5. A new awareness of the need to continually update my education and training—just to stay even!
6. Enhanced ability to handle, objectively, work assignments outside my previous technical specialty.
7. A new outlook on managing organizations—sort of a combination of "How little I know compared to what I thought I did!" and "I think I now have a pretty solid foundation for learning more."

John W. Munds
6516 Firebrand Street
Los Angeles, Calif. 90045

I have been very pleased with the program. I feel I got a great deal out of it. I shall recommend continued participation by my agency.

John W. Henderson
Internal Revenue Service

As I view the training one year later I believe it was better than perceived at the time. The demanding workload did provide "mental stretching." As a result of the study material being relatively unrelated to previous work I was jarred out of old ruts of thinking.

Arlen M. Clement
Federal Aviation Administration

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The program has sharpened my appetite for things academic.
It has heightened my interest in management.

Francis P. McCormick
Department of State

The program has stimulated my interests above and beyond Social Security. It has brought me a re-realization of the importance of other areas.

Jerome N. Drane
Social Security Administration

On my return to my pre-program facility, I saw it in an entirely new light. The approximately three hundred people, representing in excess of three million dollars annual salary expenditures, were disorganized, disgruntled and were following less than a completely purposeful course. Through my efforts, based primarily on what I had learned during the program and to a lesser extent during my assignment to the Central Region, the administrative and technical force was reorganized into a purposeful group with clearly delineated lines of authority and communication. With the new organization and a higher degree of technical and administrative specialization there have been many gains; reduced overtime expenditures, and improvement in the quality and quantity of suggestions from the "doing" level, more effective management through the availability of productivity records originated at the first line supervisory level, improved service to users and increased safety.

Measurable dollar returns alone, at the Oakland Center, constitute strong justification for the money spent on my training. More important are the gains that were made in the unmeasurables, safety and service to users.

Robert E. Kirby
Federal Aviation Administration

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THE 1970-71 PROGRAM

The Midcareer Executive Development Program for 1970 will begin Monday, September 14, 1970 and end Friday, January 22, 1971.

The first week will be devoted to registration (1/2 day), advisory and counseling services (3 days) and a brief orientation program (1-1/2 days). Following, there will be 15 weeks of class work (interrupted by Thanksgiving weekend and Christmas recess holidays), concluding with a final week devoted to evaluation and examinations. Total: 19 weeks.

Copies of the past year's syllabus are available on request. For further information, please direct your inquiries to:

Dr. Karl M. Schmidt, Director
Midcareer Executive Development Program
109 Roney Lane
Syracuse, New York 13210

Phone: 315-476-5541, Ext. 3568 or 3310

In addition to the Midcareer Executive Development Program, Syracuse University has created a number of other educational programs designed to meet the needs of professional men and women. Virtually all professional groups whose fields of expertise are affected by social and technological change have become increasingly aware of the confusion and inadequacy posed by such changes and by additions to professional knowledge. Responding to such needs, the University has planned special midcareer programs of varying length, intensity and cost for such diverse groups as public leaders and officials from many foreign countries, engineers, public works executives, hospital supervisory nurses, Department of Defense comptrollers, water treatment plant operators, business executives and local government officials.

Such special programs are interdisciplinary and interdepartmental in character, involving the close cooperation of many different schools and divisions throughout the University. A facilitating, managerial partner in most of these projects is University College, the continuing education college of Syracuse University. The College has a distinguished history extending over 50 years of programming to meet the needs of adults in our society. This tradition has developed a depth and range of experience in programming and administration most valuable in planning and managing all kinds of midcareer educational programs. The Continuing Education Center for the Public Service is the residential facility of University College used as the site for midcareer programs.

For further information on specially designed midcareer educational programs, or on specific living conditions and costs at the Center, write or phone:

Mr. L. L. Smith, Director
The Continuing Education Center for the Public Service
110 Roney Lane
Syracuse, New York 13210

Phone: 315-476-5541, Ext. 3291

MAXWELL GRADUATE SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS

MIDCAREER EXECUTIVE DEVELOPMENT PROGRAM

110 RONEY LANE | SYRACUSE, NEW YORK 13210
12 December 1969

STAT Mr.
Registrar
Office of Training
Central Intelligence Agency
Washington, D.C. 20505

STAT Dear Mr.

The Maxwell Graduate School of Syracuse University is pleased to announce its seventh annual Midcareer Executive Development Program. This residential course for federal administrators will again be conducted on a multi-agency basis, with applications welcomed from those agencies which have not previously participated. The dates for the coming year will be Monday September 14, 1970 through Friday January 22, 1971.

The course of study is designed to help upper and upper-middle level administrators prepare themselves for more effective performance and for more responsible positions in the public service. During the semester on Syracuse campus, the program seeks to broaden perspectives and to sharpen administrative capacity through a series of courses which have been specially designed and are conducted exclusively for midcareerists. These courses include two key public administration offerings -- Executive Action (6 hours) and The Administrator and the Environment (3 hours) as well as an Economics course for the non-economist administrator -- The Economy, Government and Business (3 hours). An additional 3 hour elective course is individually chosen to match the requirements of the participant and his agency. Frequently chosen electives include: Public Personnel Administration, Public Budgeting, Social Psychology, Labor Relations, and Quantitative Analysis.

In recent years participants have generally been in the grades of GS-13 through GS-15 and have come from such agencies as Agriculture, FAA, Internal Revenue, NSA, Social Security, and the Department of State. Those successfully completing the semester program have the opportunity, if they wish, to apply for additional study which will expand their Midcareer core into an advanced degree in the public administration programs of the Maxwell School.

We are now accepting applications for the Fall 1970 program and will be happy to receive any nominations you may wish to make. Recommendations of agency personnel officers weigh heavily in our admissions decisions.

The enclosed brochure describes the main features of the program. If you wish a copy of our syllabus for the present semester, or further information about the coming year, I shall be happy to respond to your request.

Sincerely yours,

Karl M. Schmidt

Karl M. Schmidt
Program Director